

**THE EFFECT OF WORKING CONDITIONS ON EMPLOYEES PERFORMANCE IN
UGANDA**

A CASE STUDY OF BRAC MICRO FINANCE INSTITUTION IN NAKAWA DIVISION

BY



**A DISSERTATION SUBMITTED IN PARTIAL FULFILLMENT OF THE
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DEDICATION

I would like to dedicate this piece of work to God the Almighty, for strengthening me till I completed this work, my mum Virginia Lalam and my father Justus Uma Otto, my brother Eric Ocan Denis and all my friends who supported me in their daily prayers.

I gratefully appreciate them for the care, love and knowledge they put unto me.

May the Living God bless them and reward them more.

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The year was tough and I was scared of it.

I would like to give the almighty God a big thanks for helping me overcome this struggle with success, I thank Him for the gifts of life, knowledge and understanding, for it is through Him that all good things come.

I would like to thank my supervisor, Dr. Mukokoma Maurice for having made me shine like a star in this work. She was kind to me at all times and guided me and led me to understanding how to research, write and produce better work, May the good Lord reward your efforts.

I take this opportunity to express thanks to my parents who have never stopped to believe in me and for being supportive both financially and spiritually in that without them this work would not have been produced out. Thank you for all you have done and I am grateful for your cooperation, may God reward you always.

I also extend my sincere gratitude to my fellow students for being supportive in all ways especially when things seem to be so difficult for me that I was almost giving up but always they were able to say "You will make it". I am grateful for their support.

Special thanks go to people of BRAC micro finance institution. You have been my great support in making this work possible through your love, honesty, cooperation and sincerity. You would be in position not to disclose the information to me, but I found you very willing and absolute to give and share even the secret information. Thank you for your cooperation and support in this attempt.

God bless the work of our hands.

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ABSTRACT

In organizations good working conditions are known to result in improvement of performance amongst employees. In Uganda however evidence shows a declining trend of work performance in terms of job quality, productivity and job accomplishment besides poor service delivery that is eminent in organizations. This study therefore investigated the effect of working conditions on employee performance in Uganda with evidence from Brac Uganda in Nakawa division, Kampala.

The study using a cross sectional study design in which questionnaires were administered to 50 employees of Brac Uganda found out that working time had a significant positive correlation with performance of employees ($r = 0.809$, sig. = 0.000). It also found a significant positive correlation coefficient (r) of 0.722, Sig. = 0.000 for the effect of physical conditions on the performance of employees and a Pearson correlation coefficient (r) of 0.848 and a significance of 0.000 for the relationship between remuneration and performance of employees.

The study basing on the findings concluded that there existed a strong positive correlation between working time and performance of employees such that the more appropriate the working time, the higher the performance of employees and less appropriate the working time, the lower the performance of employees in Brac Uganda. It was also concluded that physical conditions and remuneration affected employee performance in such a way that the better the physical conditions alongside remuneration, the higher the performance of employees and worse the physical conditions or less the remuneration, the lower the performance of Brac Uganda employees.

The study accordingly recommended among others that organizations should continuously check and review working time to one that is ideal for their employees if their employee performance is to improve. It was also recommended that besides organizations putting in place modalities that help to improve the work place physical conditions in terms of amenities like toilets and work space, the management of organizations should increase the remuneration of their employees in terms of salary and wages to optimal levels if the performance of such employees is to be improved.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter provides the background of the study, statement of the problem, purpose of the study, specific objectives of the study, research questions, conceptual framework, scope of the study and justification of the study.

1.1 Background to the study

Employee performance refers to the ability of workers within an organization to meet targets appropriately within the required standards as set by the organization (Stoner et al., 2003). It is also defined either as the number of pieces produced or the value of sales or the quality of output (Prendergast, 1999).

In organizations the importance of employee performance is embedded in the fact that through good performance of workers, organizations are not only able to meet their goals but most importantly are able to achieve a competitive advantage (Jaradat and Al Azaam, 2013). In fact high employee performances results in good organization performance as well (Nadeem et al., 2013). To ably reap from improved employee performance, it is necessary that good working conditions in terms of working time, remuneration besides the physical conditions and mental demands are a matter of necessity in workplaces (Golden, 2011).

Despite the importance of employee performance as it results in benefits associated with organizational success let alone the improving effect of working condition, items of poor service delivery which are a key indicator of poor employee performance remain evident in Ugandan organizations today (Lubwama, 2009). The country organizations have continued to witness

persistent poor employee performance (Kyamanywa, 2011), partly attributed to poor remuneration in terms of low salaries which are of widespread concern (Otindo, 2012). Much as improving working conditions and recognizing good work has got far impressive results in improving staff performance (Kovach, 1999), many country organizations remain characterized by unmet performance targets with high labor turn-over (Lwanga, 2007). It is against this background that this study was set to investigate the effects of working conditions on employee performance with evidence from Brac Uganda in Nakawa division in Kampala.

1.2 Statement of the problem

Existence of working conditions in financial institutions like banks is of a great effect on the performance of employees in financial institutions. There are many factors that affect employee performance like working conditions, worker and employer relationship, training and development opportunities, job security, and company's overall policies and procedures for rewarding employees. Among all those factors which affect employee performance, good working conditions are most important aspects in employee's performance.

Despite the good working conditions, workforce performance seems to be declining every now and then in term of job quality, productivity and job accomplishment. (Carlsen, 2003). It is for this reason that the researcher would like to carryout research on the effect of working conditions on employee performance in Uganda at Brac micro finance in Nakawa division.

1.3 Study purpose

To investigate the effect of working conditions on the performance of employees in Brac micro finance institution in Nakawa division, Kampala

1.4 Specific objectives

1. To establish the influence of working time on the performance of employees in Brac micro finance in Nakawa division, Kampala
2. To find out the influence of remuneration on the performance of employees in Brac micro finance in Nakawa division, Kampala
3. To examine the effect of physical conditions on the performance of employees in Brac micro finance in Nakawa division, Kampala

1.5 Research questions

- i. What influence does working time have on the performance of employees in Brac micro finance in Nakawa division, Kampala?
- ii. What is the influence of remuneration on the performance of employees in Brac micro finance in Nakawa division, Kampala?
- iii. What effect do physical conditions have on the performance of employees in Brac micro finance in Nakawa division, Kampala?

1.6 Study scope

Content scope: The study investigated the effect of working conditions on the performance of employees. It specifically limited itself to finding out the influence of working time, remuneration and physical conditions on the performance of employees.

Geographical scope: This study was carried from the Brac Uganda in Nakawa division. This area is located in the central part of Uganda within Kampala Capital Authority. Its choice was based on the fact that it was easily accessible.

Time scope: The study limited itself to information on how working conditions affected performance from the early 2006 to 2015. This time was of choice because it represents that time in which Brac Uganda has been undertaking operations since its inception in Uganda.

1.7 Significance of the study

This study enabled management to identify the effect of working conditions on employee performance. Management will be in position to understand the importance of extending rewards, bonuses and allowances to their employees.

This study enabled management to understand how the working time, remuneration and physical condition might be used to improve employee performance. Management might be in position to understand whether working time, remuneration and physical condition might be of use to an organization as a way of mobilizing employees to work better efficiently and effectively at their assigned jobs.

This study also enabled management to understand the relationship between working conditions and employee performance. Management will be in position to identify whether working time, remuneration and physical condition has any link with performance of employees and whether when employees working time, remuneration and physical condition being improved can really positively comply with organizational goals.

1.8 Justification of the study

The study was conducted to investigate whether working conditions are a strong factor for employee's performance. That is to say, working conditions are a key factor in encouraging workers improves their performance on the assigned jobs. The study was conducted to investigate whether working conditions are a strong factor for employees' performance.

1.9 Conceptual framework

WORKING CONDITION

Working time

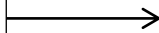
- Hours of work
- Rest periods
- Work schedules

Remuneration

- Salary
- Wages

Physical conditions

- Amenities
- Physical environment
- Levels of stress and noise
- Degree of safety or danger



EMPLOYEES PERFORMANCE

- Punctuality/Timeliness:
- Work quality
- Tasks completed
- Organizational policy adherence

1.10 Definition of key terms

Working conditions : Refers to working time such as the hours of work, rest periods, and work schedules, remuneration alongside the physical conditions and mental demands that exist within the Brac Uganda.

Employee performance : Refers to ability of employees to meet targets appropriately within the required standards as set by Brac Uganda.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter particularly provides the relevant literature the influence of working time, remuneration and physical conditions on the performance of employees. All the literature that is presented is in accordance with the study objectives.

2.2 Working time and employee performance

The multiple dimensions of both working time and performance outcomes shows that there is relationship between working time arrangements and some of the key outcomes for employers, either directly or indirectly, intended or unintended. Much evidence has been generated in the decade since the highly useful meta-analyses of Baltes et al. (2009) and Martens et al. (2009), and the comprehensive literature review of Kossek and Ozekia (2009). For example, some forms of flexible work schedules, such as part-time work, compressed workweeks, annualized hours and flexitime, have a long history of implementation. For example, the meta-analysis by Baltes et al. (2009) concluded that both flexitime and compressed workweeks had, on balance, positive effects on worker self-rated performance, and worker satisfaction with work schedules, but absenteeism was reduced only by flexible time.

Flexible work options traditionally have been introduced largely to meet employer needs for flexibility or to keep costs down, although they may also have met employee needs and demands (Krausz et al., 2000). Most importantly, there is virtually no research finding that employees working on flexitime have lower productivity than those on traditional fixed work schedules (Yang and Zheng, 2011). Similarly, prior comprehensive reviews of the literature on

occupational health and safety, which affect worker and organizational productivity in a more indirect way, include the role of both duration of hours and worker discretion or choice regarding how much and when to work (Spurgeon et al., 2007).

Lengthening the duration of hours per employee is likely to add to the level of production per worker, but does it actually improve the productivity rate of labour. Longer hours may be associated with greater output, in a given industry, but they are also associated with diminished output per hour (Holman et al., 2008). The productivity outcome of hours is rarely observable directly. However, Shepard and Clifton (2000) established that employee performance in terms of productivity does not necessarily improve when hours are lengthened. Their empirical study of aggregate panel data for 18 manufacturing industries within the US economy suggests that the use of overtime hours actually lowers average productivity, measured as output per worker hour, for almost all of the industries in the sample, even when the data are controlled or corrected. More precisely, a 10% increase in overtime resulted, on average, in a 2.4% decrease in productivity measured by hourly output. Indeed, it appears that in many, if not most, industries in the United States, shorter hours are actually associated with higher rates of output per hour (Holman et al., 2008). However, this study does not provide clear evidence for service based organizations like MFIs.

A search for economic or financial data on the costs of long working hours concluded that “few studies have directly investigated the financial consequences of long working hours” (Dawson et al., 2004). What limited information there was revealed, for example, that worker performance in a sample of white-collar jobs decreased by as much as 20 per cent when 60 or more hours were

worked per week. High overtime levels can cause poor employee morale, which can affect productivity and absenteeism.

Circadian, a research and consulting company, showed that 31 per cent of extended-hours operations that had extremely high overtime (25 per cent or greater) also had poor morale, compared to only 13 per cent of firms with little or normal overtime (Kerin, 2003). The precise point at which work becomes overwork varies, of course, depending on the pace and on the physical and mental demands of the job, workplace and occupation. It also varies from individual to individual, depending on the demands faced during non-market work time and, of course, the capacity to work longer without experiencing fatigue or stress. In addition, employees who report feeling overworked are almost three times more likely to report that they “have to work on too many tasks simultaneously” and “get interrupted at work”. These factors certainly undermine worker productivity. Workers stating they have experienced fatigue in the previous two weeks are almost three times more likely to experience health-related lost production time than those not reporting fatigue (Brogmus, 2007).

Long hours of work cause fatigue which affects work performance by impairing focus and increasing the time needed to complete tasks (Ricci et al., 2007). They stated that shortening working hours specifically in situations where long hours generate greater fatigue or risk of error or accident could deliver a higher level of productivity and lower production costs.

Working Hours and Productivity of Employees a substantive cost to employers occurs when financially troubled employees use Work hours to deal with personal money matters. The use of time on the job to handle Personal issues results in productivity losses. Joo (2008) noted that previous research has not used work time to handle personal financial matters as a factor in

measuring productivity. According to research conducted by a national consumer credit counseling agency, almost 60% of the people who telephone their counselors are calling from the workplace (Amsel, 2008). This counseling agency operates services 24 hours a day, six days a week and therefore is not limited to providing assistance during traditional work hours. Although Kim (2000) categorized work time used as positive and negative, any amount of work time used to handle personal financial matters, whether positive or negative, may be an indicator of lost productivity.

In another study, Knauth & Hornberger (2003) noted that most people do not experience serious negative effects after one night of work, but problems can emerge following a series of consecutive night shifts. These include fatigue, decreased productivity and emotional exhaustion.

According to a number of authors (Kelliher & Anderson, 2010; Messenger, 2004; Golden, 2012), workers' ability to choose their working time arrangements has a positive impact on job performance and productivity. This choice turns out to be a powerful factor in determining an increase in productivity. It results in a more satisfied workforce who is more committed and productive. Conversely, ignoring this issue may lead to a situation in which employees act contrary to the organization's interests, through increased absenteeism, lateness, reduced focus on the job tasks, attention being diverted to personal matters, and ultimately searching for alternative jobs and resigning. According to Bosch and Lehndorff(2001) the working hour's reduction went hand in hand with improvements in relative international competitiveness because of the additional productivity gains by the cuts in working hours.

2.3 Remuneration and performance of employees

Normally, people in society come to work for benefits which combine two main reasons, firstly they work for payments, and secondly they work for joy. There are not many people who work without benefits. In most cases payments, especially extra payments can affect the effort of employees in doing their jobs which induce higher performance that lead to more productivity of each individual and the whole organization. Individuals will exert effort if they expect it will result in an outcome that they value (Van Eerde and Thierry, 2006). In the case of performance-related pay, employees will work harder if they value monetary rewards and believe that those awards will results from their increased efforts. Reinforcement theory posits a direct relationship between a desired target behavior and its consequences. It suggests that pay can be used to create consequences for desired behaviors such as performance that will reinforce the behaviors (Perry, Mesch, and Paarlberg, 2006). However, payments are not always work well in all situations, it affects differently in different organizations, and the amount of payment and the increased level of performance/productivity are not parallel together, therefore using incentive to improve performance in which situations with suitable methods and reasonable amount should be considered carefully.

Gielen et al (2009) also stated that despite the potentially positive productivity effects, PRP may not always increase productivity. In case of teamwork, individual performance is difficult to measure; hence there is an incentive to free-ride. In such a case, group-based incentive schemes may have little effect on individual productivity. Additionally, perverse incentives may arise in case of multitasking. When employees are required to perform several tasks, they will focus only on those activities being rewarded and neglecting other activities. Therefore it is not always clear that the introduction of a PRP scheme will indeed increase productivity.

Employees with stable jobs consider the importance of increasing wage differently compare to those with short-term, transitional career goals. Wage increase acts as a short-term incentive when employment relationships are unstable and uncertain (Kiyosh, 2006). Therefore, the effect of earning/wage on performance of employees in state sectors could be different with employees work in other sectors because people work in other sectors change their jobs more frequent than those in state sectors.

According to McConnell, Campbell R.; Brue, Stanley L. (2008), employee performance can greatly enhanced by improved commission payment. The payment of commission as remuneration for services rendered or products sold is a common way to reward sales people. Payments often will be calculated on the basis of a percentage of the goods sold. This is a way for firms to solve the principal–agent problem, by attempting to realign employees' interests with those of the firm. The authors stress that one of the most common means of attempting to align principal and agent interests is to design a contract with incentives such ac commission that track agent performance. The principal–agent theory provides an explanation for the dissimilarities across the marketing firms in the types of compensation plans used by them, such as fixed salary, straight commission or a combination of both fixed salary and straight commissions (Madhani, 2009). Although many types of commission systems exist, a common form is known as on-target earnings, where commission rates are based on the achievement of specific targets that have been agreed upon between management and the salesperson. Commissions are intended to create a strong incentive for employees to invest maximum effort into their work.

Two extrinsic reward types, which include suitable earnings (bonus and pay), and job security are the most important factors between intrinsic and extrinsic rewards (Kulkarni, 1983). Paying

is a vital factor which affects employees' motivation (Kalim et al., 2010). Both motivation and satisfaction, as the antecedents of job and pay security, are the most important job simulations to determine the future events and also satisfaction with promotion opportunity is another striking motivator type (Clark, 2001). Rewarding is an initial step like any other HR operations, especially when it confronts with salary, pay, and financial recompense. These functions in HR are often applied in firms; but it is obvious that they refer to the same concept (Milkovich & Newman, 2009; Bergmann & Scarpello, 2002).

According to (Bruce, 2002) employee performance can greatly be enhanced by compensation by singling out executive compensation or executive pay. He noted that executive compensation is composed of the financial compensation and other non-financial awards received by an executive from their firm for their service to the organization. It is typically a mixture of salary, bonuses, shares of or call options on the company stock, benefits, and perquisites, ideally configured to take into account government regulations, tax law, the desires of the organization and the executive, and rewards for performance.

Nunberg and Nellis (1995, pp. 1-2 and 4-7) wrote that in many developing countries, low pay had actually demotivated public servants in performing their work. However, it is not necessarily the case that high pay has been a good motivator for job performance. One of the main effects of alleged demonization because of low level of pay in the public sector has been in adequate public services for citizens. Low pay, according to McCourt (2003, p. 144), produces adverse consequences, particularly corruption, as public servants look for other sources of income to support them and their families. It affects public servant commitment to their jobs as they divert from primary duties to other jobs (McCourt, 2003, p. 144).

A popular instrument is performance related pay (PRP), which may stimulate labor productivity for two reasons. “First, in situations of asymmetric information about worker’s abilities or effort a PRP-scheme can be used to induce workers to exert the right amount of effort. Second, when hiring new workers, piece rates can be used as a screening mechanism to encourage only the most able workers to apply”. (Gielen, Kerkhofs, Van Ours, 2009). As a result, payment could encourage employees work harder, and perform better to increase productivity of each employee and the whole organization.

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According to Armstrong (2003), good practice requires employers to keep pace with inflation by rewarding employees with salaries that are market related to avoid strikes and poor performance by workers. Organizations are under financial strain with salaries continually rising and becoming a major fixed expense. According to Livingstone (2009), regardless of basic pay inefficiencies, it remains a rule that employees should be paid at, or above market rates as negotiated by labour unions who are concerned with the welfare of employees. In a competitive market, higher basic pay is used for attracting and retaining employees. Otherwise contradicting this rule has negative consequences on the part of the organization. Basic pay communicates commitment to employees, and is used as the baseline for assessing other pay systems such as skill and competency pay.

Another study used as reference in this study is the research conducted by Sarmina (2009) examines the "Remuneration against Increasing Influence of Achievement Motivation and Job Satisfaction Employee In Office of the Environment Directorate General of Taxes In Jakarta". Sarmina concluded that the increase in remuneration significant effect on achievement motivation by 9.8%, while 90.2% is influenced by other variables. In addition, the increase in remuneration significant effect on job satisfaction of 14.5%, while 85.5% is influenced by other variables. Remuneration can be explained as the monetary motivation tool that influences the behaviour of employees towards work (Armstrong, Murlis and Group 2007). Perry et al, (2006) reasoned that each employee should receive a general remuneration for their efforts, role and responsibilities in the company. Before deciding a form and amount of remuneration, several considerations such as general economic climate, specific business condition, cost-of living and worker qualification and productivity must be considered by the company (Carraher, 2011). Different authors described about the relationship between remuneration and performance.

In order to support this relationship, Mathis and Jackson (2008) stated that remuneration is different from motivation and it is related with Herzberg's hygiene factors. Remuneration includes several things such as bonuses, commission, salary, fringe benefits such as pensions, holiday entitlement.

The study of Chapman and Kelliher (2011) represent that employees motivation does not only come from decision mix (amount of pay) of an organization policy but also it comes from the understanding of individuals. The remuneration of an employee depends on several factors such as basic needs, psychological needs, social needs, performance of individual, productivity, profitability return, etc. (Khan, Farooq and Ullahb 2010). In favour of this, Kmiotek and

Lewicka (2008) stated that effective motivation does not only involves proper implementation of remuneration policy but also involves some other motivators such as organization of work, HR development and training, performance management tools, performance appraisal, etc.

The study of Khan, Farooq and Ullahb (2010) support the arguments of Ajila and Abiola (2004) and said that in an effective rewards system, there are several factors that influences the performance of employees such as basic remuneration, bonus, incentives, fringe benefits, monetary and non monetary rewards, commission, etc. All these factors are good sources to boost the performance of the employees. Carraher (2011) defined that remuneration helps in developing strong relationship between employers and employees.

It is founded by researchers that employees motivate through different monetary remuneration and an effective remuneration helps in reducing absenteeism, turnover intentions, provides organizational attractiveness to different job seekers and also helps in increasing employees' job performance (Kmiotek and Lewicka 2008). It has been stated by Guedri and Hollandts (2008) in their study that managers in different organizations consider remuneration as a major factor that helps in increasing productivity of employees.

Remuneration is an important tool that focuses on motivating employees' performance and behaviour. The study of Employee retention and organizational performance (2011) also support the views of Carraher (2011) and asserted, it is necessary that there must be appropriate rewards to motivate employees and persuade their working behaviour. In contrast to both Carraher (2011) and Employee retention and organizational performance (2011), Mathis and Jackson (2008) said that other factors such as job itself, participation, appropriate feedbacks, morale and discipline are more important than remuneration that impact on remuneration.

According to Blythe (2005), in the present competitive environment, job satisfaction is more important than money, thus, manager should concentrate on all non-monetary factors, promotions, health insurance, rewards systems, etc. Zyl (2010) has stated in his research study that relationship between labour productivity and remuneration is constructive, which is also supported by Carraher (2011). It is the reason that high remuneration enables employees to put their best efforts and enhance the extent of productivity of employees. There are numerous reasons that support this information such as if an organization adopts more differentiate remuneration, it will enhance the human efforts and a higher remuneration structure also enhances the productivity of employees (Montana and Charnov 2008).

At the same time Zyl (2010) also asserted that if gaps between employee remuneration is regularly increase, it would ultimately increases gap and convert positive relations between employees' performance and remuneration into negative. There are several reasons such as if it is filled by employees that their real remuneration is less than the fair remuneration, it can cause for negative relationship. Kubr (2002) Stated that an effective remuneration system does not only enhance the performance of people, who are already working well but also it is used to enhances the performance of people who are not performing well. Remuneration play an important role in motivating employees but different employees' motivate through different factors. An effective remuneration package includes several elements. These elements are as below:

First, element is salary that includes different things such as pay, commission, profit related pay and share dividends. Second element is related with different facilities such as insurance, healthcare schemes and pension. Other elements are availability of discounts on companies' product and service for employees and subsidiary for meals and accommodation (Kubr 2002).

Salais and Villeneuve (2004) support, Kubr (2002) and said that remuneration is a better tool to motivate employees for better performance. There are three basic remuneration components such as bonuses, basic pay and profit-sharing schemes that influence the performance of employees.

2.4 The workplace physical conditions and performance of employees

People in daily lives and doing business always adhere with both natural and social environments. In working place people adhere to the environment surrounding them which definitely affects to their productivity or performance. Workplace environment includes both physical and behavioral components which have both positive and negative impact to productivity or performance of employees. The employee's workplace environment that most impacts on the level of employee's motivation and subsequent performance. How well they engage with the organization, especially with their immediate environment, influences to a great extent their error rate, level of innovation and collaboration with other employees, absenteeism and, ultimately, how long they stay in the job (Nowier et al, 2009).

According to Demet (2012), the physical layout of the workspace, furniture, noise, lighting, temperature, overall comfort, physical security, the quality of air, informal and formal meeting areas, quiet areas, privacy, personal storage, work areas, etc, all have an effect on performance of employees. A good workplace normally enhances employee's productivity, and vice versa. Therefore, improving the working environment can reduce complaints and absenteeism while increasing performance of employees.

Quality of the physical workplace environment is considered important in affecting employee's performance which may include engagement, productivity, morale, comfort level, among others. It is accepted that better workplace environment motivates employees and produces better

results. People working under inconvenient conditions may end up with low performance and face occupational health diseases causing high absenteeism and turnover (Demet, 2012). Working in a harmony environment where employees are friendly, employers are supportive and treat everyone equally, and all members are ready to help and interact with each other, enthusiasm for other and sharing knowledge, experience, information to each other that definitely result in improving performance of each individual and the whole organization, and vice verse.

Haynes (2008), in Demet Leblebici, 2012) explains the behavioral components of the office environment that have the greatest impact on office productivity. In all of the work patterns, it was found that interaction was perceived to be the component to have the most positive effect on productivity, and distraction was perceived to have the most negative.

Similarly, it is reported that perceived adequacy or inadequacy of work environment, both physical and psycho-social, extends noticeable effect on employees' job satisfaction, performance and perception of effectiveness of an organization (Srivastava, 2008).

According to Yesufu (1984), the nature of the physical condition under which employees work is important to output, Offices and factories that are too hot and ill ventilated are debilitating to effort. There should be enough supply of good protective clothing, drinking water, rest rooms, toilets, first aids facilities etc. Both management and employees should be safety conscious at all times and minimum of requirement of the factories act must respect.

Numerous earlier studies examined the effect of illumination, temperature, noise, and atmospheric conditions on productivity of the workers (Bennett, Chitlangia, & Pangnekar, 1977;

Berrien, 1940; Ferree & Rand, 1940; Ford, 1929; Leithead & Lind, 1964; McCormic & Sanders, 1982; Moreland & Barnes, 1970; Morgan, 1916; Peterson & Gross, 1978; Sleight & Tiffin, 1948; Vickroy, Shaw, & Fisher, 1982). However, no consistent relationship could be noted between these components of physical work environment and performance.

Many executives are under the mistaken impression that the level of employee performance on the job is proportional to the size of the employee's compensation package. Although compensation package is one of the extrinsic motivation tool (Ryan and Deci, 2000) it has a limited short term effect on employees' performance. A widely accepted assumption is that better physical workplace environment motivates employees and produces better results. Office environment can be described in terms of physical and behavioral components.

These components can further be divided in the form of different independent variables. An organization's physical environment and its design and layout can affect employee behavior in the workplace. Brill (1992) estimates that improvements in the physical design of the workplace may result in a 5-10 percent increase in employee productivity. Stallworth and Kleiner (1996) argue that increasingly an organization's physical layout is designed around employee needs in order to maximize productivity and satisfaction.

Statt (2004) argues that the modern work physical environment is characterized by technology; computers and machines as well as general furniture and furnishings. To achieve high levels of employee productivity, organizations must ensure that the physical environment is conducive to organizational needs facilitating interaction and privacy, formality and informality, functionality and cross-disciplinarily. Consequently, the physical environment is a tool that can be leveraged

both to improve business results (Mohr, 2006) and employee well-being (Huang, Robertson and Chang, 2004).

Ensuring adequate facilities are provided to employees is critical to generating greater employee commitment and productivity. The provision of inadequate equipment and adverse working conditions has been shown to affect employee commitment and intention to stay with the organization (Weiss, 1999; Wise, Darling-Hammond and Berry, 1987) as well as levels of job satisfaction and the perception of fairness of pay (Bockerman and Ilmakunnas, 2006). From a safety perspective, Gyekye (2006) indicates that environmental conditions affect employee safety perceptions which impact upon employee commitment.

Extensive scientific research conducted by Roelofsen (2002) has also yielded indications suggesting that improving working environment results in a reduction in a number of complaints and absenteeism and an increase in productivity. The indoor environment has the biggest effect on productivity in relation to job stress and job dissatisfaction. As suggested by Govindarajulu (2004), in the twenty-first century, businesses are taking a more strategic approach to environmental management to enhance their productivity through improving the performance level of the employees.

It is evident in the research findings of Patterson et al., (2003) that the more satisfied workers are with their jobs the better the company is likely to perform in terms of subsequent profitability and particularly productivity.

Sekar (2011) argues that the relationship between work, the workplace and the tools of work, workplace becomes an integral part of work itself. The management that dictate how, exactly, to

maximize employee productivity center around two major areas of focus: personal motivation and the infrastructure of the work environment (Sekar, 2011).

Noise is a common feature of the ambient work environment, and, in turn, is a common environmental stressor in the workplace. There is evidence to indicate that noise in the workplace not only impacts negatively upon worker's well-being and satisfaction with work, but also upon their performance and motivation. The reviewed evidence suggests that the potential effects of noise on worker's health, well-being, satisfaction at work, and productivity are contingent upon the nature and characteristics of the task at hand. Bearing this in mind, managing noise and sound in the workplace cannot, therefore, be considered in isolation from their full social and organisational context: namely, considering the nature of the tasks to be accomplished, the organizational structures and process that the physical work environment is designed to support and the role of individual differences there within (McCoy & Evans, 2005).

Within the occupational literature, numerous studies have observed that windowless or underground workplaces tend to attract a number of negative reactions, including: diminished satisfaction and increased health complaints (Butler & Biner, 2009). In contrast, workplaces with windows (particularly windows with views to nature) have been found to demonstrate beneficial and restorative effects for workers. More specifically, a study by Vischer (2006) found building occupants with greater access to windows gave, on average, better comfort ratings. Employee surveys have highlighted a number of reasons why employees may have a preference for windows in the workplace, including: weather information, illumination, sunlight, better mood effects, aesthetics and appearance, ventilation, temperature control and information about the outside world. In sum, the available research demonstrates that windows can have both direct

and indirect effects on worker's health and well-being. There is accumulating evidence that the characteristics of the physical work environment can function as a coping resource and provide numerous opportunities for restoration.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter provides details of the research study methodology. It highlights research design, study population, sample size, data source, instruments of data collection, quantitative tool of data collection, qualitative method of data collection, data processing and analysis, data collection procedure, presentation of data, data validity and reliability and ethical issues in research.

3.1 Research Design

The researcher made use a cross sectional study designed with both qualitative and descriptive approaches. Descriptive and analytical data was found suitable since provided the researcher a clear understanding about the effect of working conditions on the performance of Employees in Brac micro finance institution. This cross sectional study design was chosen because it samples a population and makes measurements at a single point in time.

3.2 Study area and population

The study was carried out in Nakawa division in Wakiso District. The study covered people like the lower employees and the management staff of Brac Uganda but working in Nakawa division. The organization has got a total population of 15 middle level management staff and 38 lower level staff. Thus the population constituted of 53 staff of Brac Uganda in Nakawa division.

3.3 Sample size

The sample size will be determined using a standard table as recommended by Krejcie R.V and Morgan D.W (1970). Given that the Ministry of Education and Sports recommends a class of 40 students, the following table is used;

Table 3.1 Sample size targeted

Category	Population (N)	Sample (n)
Management staff	15	14
Lower level staff	38	36
TOTAL		50

Based on Krejcie R.V and Morgan D.W (1970)

In this study the sample constituted of 50 respondent staff which were chosen randomly. This size of sample was chosen because it was easily manageable in a shorter period of time.

Table 3.2 Response rate received

Category	Targeted number (n)	Response	Response rate	Average response
Management staff	14	12	85.7%	92.85
Lower level staff	36	36	100%	
TOTAL		48		

In this study the sample constituted of 50 respondent staff which were chosen randomly. This size of sample was chosen because it was easily manageable in a shorter period of time.

3.4 Sampling techniques

In selection of the sample, the simple random sampling method was used. In particular identical sheets of paper numbered 1 to 53 then placed in a closed box and shuffled. Consenting respondents were then being requested to each pick 1 without replacement. Only staff members, whose papers have numbers 1 to 32, were chosen. The procedure was utilized because it allows each employee equal chance of participation.

3.5 Data sources

The researcher used both primary and secondary sources of data. The primary data was collected from the field which was obtained mainly by administering questionnaires to the respondent employees.

On the other hand secondary data was obtained from presented materials like journals, magazines, internal reports and newspapers. They also included minutes, employee officers' reports of selected financial institutions, which discuss about working conditions on employee performance.

3.6 Data Collection instruments

The research instrument used in the data collection was that questionnaire. This instrument constituted of sections with respect to the study objectives. The questionnaire as an instrument was of choice because of the high response rate that it receives.

3.7 Data Collection Procedure

The researcher obtained a letter of introduction from Uganda Martyrs University for introductory purposes at Brac Uganda. Permission to collect data was obtained from the authorities of Brac

Uganda. This will be followed by informing employees about the purpose of the study to seek consent. Those employees who consented then filled in the questionnaires one at a time.

3.8 Data analysis and presentation

In this study following a careful collection of the data, it was then entered into the Statistical Package for Social Scientists version 19. This same application was used for storage. The data entered from the questionnaires was then analyzed at elementary level using a single variable descriptively. Here tables of frequencies alongside percentages will be utilized for presentation purposes. The use of Pearson's' correlation analysis was used to determine the relationship between the independent variables that's working conditions and the dependent variable that performance of employees.

3.9 Validity and Reliability

Data validity was ensured through piloting. It is from the pilot study that the researcher asked a series of questions and ten looked for answers from respondents. The questionnaire as an instrument was first pretested in African Suites Kampala. The intention was to keep the sample size for the main survey intact. Based on the feedback, amendments were made to remove any ambiguities and discrepancies enhancing validity.

The researcher looked at the extent to which the results are consistent over time and an accurate representation of the total population under the study. The researcher ensured that there is no question that could be misunderstood by the respondents so that they were not answered differently which may result into low reliability. This was done through giving assistance to some respondents as regards to interpretation of certain questions that may be confusing to them.

3.10 Ethical issues

The researcher ensured that there was confidentiality during the research study as much as possible where it was necessary. The respondents were identified using numbers as to ensure privacy. The researcher also ensured that people give out answers willingly without any form of bribe or payment.

3.11 Difficulties faced

During the research study, the following were the limitations;

Easy communication with the supervisor could not be possible. This was due to the distance between the university and the place of research, and this was very expensive in terms of transport costs. Besides that, much effort was put in by the researcher to make up special appointments with the supervisor. However with this, the researcher was able to reach a successful completion of the research work.

Network failures during getting information were also a limitation. This was due to insecurity of the network by the university. As a result it was sometimes hard for the researcher to get data or information in time.

There was no immediate response by the respondents during data collection. This was because most respondents were very busy at the time of work and it was not easy for the researcher to collect data in time but some were able to response positively.

CHAPTER FOUR

PRESENTATION OF THE FINDINGS

4.1 Introduction

This chapter entails the presentation of the findings first about the demographic characteristics of the staff members at Brac Uganda, followed by their performance as employees and how the working conditions influence their performance. The study findings were based on the research objectives as presented respectively.

4.2 Demography of respondents

The study starts by presenting the demographic characteristic of the respondents' staff members.

The results are as presented in table 4.1 below:

Table 4.1 Demographic characteristics

Demographic characteristics	Frequency (N = 50)	Percentage (%)	
Age (years)	18-25	14	28.0
	26-35	26	52.0
	36-45	10	20.0
Marital status	Single	20	40.0
	Married	27	54.0
	Divorced/Separated	2	4.0
	Widowed	1	2.0
Gender	Male	17	34.0
	Female	33	66.0

Demographic characteristics		Frequency (N = 50)	Percentage (%)
Religion	Catholic	19	38.0
	Protestant	11	22.0
	Muslim	5	10.0
	Born again	5	10.0
	Others specify	10	20.0
Education level	Professional certificate	6	12.0
	Diploma	19	38.0
	Degree	23	46.0
	Masters	2	4.0
Years so far spent working in this organization	< 2	15	30.0
	2-5	25	50.0
	> 5	10	20.0

The results as presented in table 4.1 above shows that the majority of the staff members were females (66.0%). This is compared to the males who only constituted 34% by proportion. The essence of sex in this study depicts the fact that engendering is dared to in Brac Uganda.

The study results regarding educational attainment showed that majority of the respondents (46.0%) had gone up to bachelor's degree with the least educated a professional certificate. Such results show that Brac Uganda constitutes staff that is literate enough to understand working conditions and their performance as staff.

Similarly the study found out that while the majority staff of Brac Uganda that's 54% by proportion was married, up to 38% of them who constituted still the majority in terms of religion were Catholics. The essence of marital status and religion respectively shows that the respondents were responsible and faithful enough to respond in relation to working conditions.

Study findings in reference to experience shows that of the staff members captured majority 25 (50.0%) had worked in Brac Uganda for 2 to less than 5 years as compared to the minority 9.8% who had worked for more than 5 years. Such more years spent by the majority shows that most staff members had spent time enough to get acquainted with policies and practices in relation to working conditions and their performance within Brac Uganda.

The study irrespective of the different demographic characteristics inherent of the respondent staff, established the performance of staff in Brac Uganda. The results from the field survey are as presented in table 4.2 below;

Table 4.2 Staff performance at Brac Uganda

Staff performance aspect		Frequency (N = 50)	Percentage (%)
I deliver my tasks in a timely manner	Disagree	2	4.0
	Agree	38	76.0
	Strongly agree	10	20.0
I believe I am an effective employee	Disagree	2	4.0
	Not Sure	16	32.0
	Agree	5	10.0
	Strongly agree	27	54.0
I am never tasked to redo completed work	Strongly disagree	8	16.0
	Disagree	3	6.0
	Not Sure	16	32.0
	Agree	22	44.0
	Strongly agree	1	2.0
I am efficient enough in all the tasks I execute	Strongly disagree	2	4.0
	Not Sure	11	22.0
	Agree	19	38.0
	Strongly agree	18	36.0

Staff performance aspect		Frequency (N = 50)	Percentage (%)
I am happy with the quality of my work output	Not Sure	10	20.0
	Agree	24	48.0
	Strongly agree	16	32.0
I am seen as someone very productive employee	Disagree	8	16.0
	Not Sure	4	8.0
	Agree	30	60.0
	Strongly agree	8	16.0
My performance is rated better than that of my colleagues with similar qualifications	Strongly disagree	8	16.0
	Disagree	3	6.0
	Not Sure	2	4.0
	Agree	29	58.0
	Strongly agree	8	16.0
I am highly adherent to the work policy of this organization	Not Sure	35	70.0
	Agree	13	26.0
	Strongly agree	2	4.0

The study findings show that much as the majority employees were not sure of whether they were highly adherence to the work policy of Brac Uganda (70%), the majority 76% of them delivered tasks in a timely manner.

The study also established that most of the employees believed that they were effective employee (54.0%) and were never tasked to redo completed work (44.0%). The study also found out that most staff members were efficient enough in all the tasks they executed (38.0%), happy with the quality of my work output (48.0%), were seen as very productive employees(60.0%) and were rated better than their colleagues with similar qualifications in terms of performance (58.0%).

In general the performance of employees at Brac Uganda is high since most employees delivered tasks in a timely manner, believed that they were effective, were never tasked to redo completed work, were efficient enough in all the tasks they executed, happy with the quality of my work output, were seen as very productive employees and were rated better than their colleagues with similar qualifications in terms of performance.

4.3 The working time and the performance of staff in Brac Uganda

The study also made efforts and established how working time affected the performance of employees in Brac Uganda. It started by finding out the feelings of different employees in reference to the working time as provided for by Brac Uganda. The study findings are as presented in the table below;

Table 4.3 The working time as rated by Brac Uganda staff

Working time aspect		Frequency (N = 50)	Percentage (%)
The hours provided for my work are appropriate	Strongly disagree	8	16.0
	Disagree	12	24.0
	Agree	20	40.0
	Strongly agree	10	20.0
I am provided with adequate rest periods during work	Strongly disagree	1	2.0
	Not Sure	16	32.0
	Agree	33	66.0
My daily work schedules are supportive to my work	Disagree	8	16.0
	Agree	12	24.0
	Strongly agree	30	60.0

The study results from table 4.3 above show that majority of health workers that's 40% were provided with appropriate hours of work. Most of the respondent employees that is 66% were provided with adequate rest periods during work and to the majority 60% the daily work schedules were supportive to work.

The results with regard to the effect of working time on the performance of staff at Brac Uganda are as presented in table 4.4 below;

Table 4.4: Pearson's correlation between working time and employee performance

	Performance	
Working time	Pearson Correlation	0.809**
	Sig. (1-tailed)	0.000
	N	50

Significant at 5%

The study as presented in table 4.4 above found Pearson correlation (r) of 0.809 and significance of 0.000 for the relationship between working time and performance of employees at Brac Uganda. This meant that a strong positive correlation existed between working time and employee performance such that the more appropriate the working time, the higher the performance of employees and less appropriate the working time, the lower the employee performance.

4.4 The effect of physical conditions on the performance of staff in Brac Uganda

The study established the effect of physical conditions on the performance of employees in Brac Uganda. First the findings with regard to the employees' rating of the physical conditions at Brac Uganda are as presented in table 4.5 below;

Table 4.5 the physical conditions at Brac Uganda

Physical conditions aspects		Frequency (N = 50)	Percentage (%)
The amenities are provided in good conditions	Disagree	8	16.0
	Agree	30	60.0
	Strongly agree	12	24.0
The physical environment of my this work place in ideal enough	Disagree	9	18.0
	Not Sure	10	20.0
	Agree	19	38.0
	Strongly agree	12	24.0
I am rarely stressed while undertaking my work	Strongly disagree	1	2.0
	Disagree	1	2.0
	Not Sure	10	20.0
	Agree	27	54.0
	Strongly agree	11	22.0
The noise levels in this organization is supportive of my work	Disagree	1	2.0
	Agree	20	40.0
	Strongly agree	29	58.0
My work place is safe and free from danger	Disagree	8	16.0
	Not Sure	16	32.0
	Agree	25	50.0
	Strongly agree	1	2.0

Physical conditions aspects		Frequency (N = 50)	Percentage (%)
The organization has a safety policy that is supportive to my work	Disagree	1	2.0
	Not Sure	8	16.0
	Agree	21	42.0
	Strongly agree	20	40.0

The study results show that the amenities are provided such as drinking water, toilets, washing facilities and workspace among others to the majority 60% were in good conditions. The study also found out according to the majority employees that the physical environment of the work place in ideal enough (38.0%), the noise levels in this organization is supportive of the work (58.0%) and most workers were rarely stressed while undertaking their work(54.0%). The study also found out that the majority 50% had work places that were safe and free from danger and the organization safety policy was supportive to employees' work (42.0%).

Generally the working conditions of most employees were good in a way that amenities provided were in good conditions, the physical environment of the work place was ideal enough, the noise levels were supportive of the work, the work place is safe and free from danger and the organization safety policy was supportive to employees' work.

The study results with regard to the influence of physical condition on the performance of employees at Brac Uganda are as presented in table 4.6 below;

Table 4.6: Pearson’s correlation between physical conditions and employee performance

	Performance	
Physical conditions	Pearson Correlation	0.722**
	Sig. (1-tailed)	0.000
	N	50

Significant at 5%

The results following a Pearson’s correlation analysis between physical conditions and employee performance found a correlation coefficient (r) of 0.722 and a significance of 0.000. This meant that a strong positive correlation existed between the physical conditions provided by Brac Uganda and employee performance. The relationship is such that the better the physical conditions, the higher the performance of employees and worse the physical conditions, the lower the performance of employees at Brac Uganda.

4.5 The influence of remuneration on the performance of staff at Brac Uganda

Lastly the study established the influence of remuneration on the performance of staff at Brac Uganda. It started by establishing how the employees viewed their remuneration while working at Brac Uganda and the findings are as presented in table 4.7 below;

Table 4.7: Remuneration of Brac Uganda staff

Remuneration aspect		Frequency	Percentage
		(N = 50)	(%)
The wage/salary that I receive is commensurate to my performance and work	Disagree	2	4.0
	Not Sure	16	32.0
	Agree	32	64.0
In this organization, I am provided with an attractive and competitive compensation system	Strongly disagree	24	48.0
	Disagree	22	44.0
	Agree	3	6.0
	Strongly agree	1	2.0
This organization has got a transparent and an equitable policy of salary	Strongly disagree	25	50.0
	Disagree	25	50.0
The salary provided in this organization encourages me to perform better	Disagree	2	4.0
	Agree	32	64.0
	Strongly agree	16	32.0

The study found out that the majority 48% of the employees at Brac Uganda were not provided with an attractive and competitive compensation system neither was the salary policy provided transparent and equitable (50.0%). Fortunate however, the study found out that 64% of the employees received wages or salaries that were commensurate to employees' performance and work. The study also found out that the salary provided in this organization encouraged majority 64% of the employees to perform better.

The findings following a correlation analysis to establish the relationship between remuneration and employee performance are as presented in table 4.8 below;

Table 4.8: Pearson’s correlation between remuneration and employee performance

		Performance
Remuneration	Pearson Correlation	0.848**
	Sig. (1-tailed)	0.000
	N	50

Significant at 5%

The study results for the between remuneration and performance of employees found a correlation coefficient (r) of 0.848 and a significance of 0.000. This result meant the existence of a strong positive correlation between the remuneration provided by Brac Uganda and employee performance. The relationship is such that the higher the remuneration, the higher the performance of employees and the lower the remuneration, the lower the performance of employees at Brac Uganda.

CHAPTER FIVE

DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter includes the discussion of the results, conclusion and recommendations drawn. The results are discussed according to the study objectives.

5.2 Discussion of the study findings

5.2.1 Working time and performance of employees

The current study found Pearson correlation coefficient (r) of 0.809 (sig. = 0.000) for the relationship between working time and performance of employees at Brac Uganda. Such a correlation meant that a strong positive correlation existed between working time and employee performance such that the more appropriate the working time, the higher the performance of employees and less appropriate that working time, the lower the employee performance. This study findings are complaint with findings early found by Baltes et al. (2009) that both flextime and compressed workweeks had balance positive effects on worker self-rated performance. These findings are also similar to early findings by Shepard and Clifton (2000) who found that employee performance in terms of productivity did not necessarily improve when hours are lengthened. The findings are also similar to those by Ricci et al., (2007) that long hours of work caused fatigue which affects worker performance by impairing focus and increasing the time needed to complete tasks.

5.2.2 Physical conditions and performance of employees

The current study with regard to the influence of physical conditions on the performance of employees found a correlation coefficient (r) of 0.722 (Sig. = 0.000). This implied the existence of a strong positive correlation between the physical conditions provided by Brac Uganda and employee performance. The study results meant that the better the physical conditions, the higher the performance of employees and worse the physical conditions, the lower the performance of employees at Brac Uganda. These findings are similar to those found by Demet (2012), that the physical layout of the workspace, furniture, noise, lighting, temperature, overall comfort, physical security, the quality of air, informal and formal meeting areas, quiet areas, privacy, personal storage, work areas, etc, all have an effect on performance of employees. The findings are also similar to those early found by Statt (2004) that the modern work physical environment that is characterized by technology; computers and machines as well as general furniture and furnishings enables employees to achieve high levels of productivity.

5.2.3 Remuneration and performance of employees

The current study also found a Pearson correlation coefficient (r) of 0.848 and a significance of 0.000 for the relationship between remuneration and performance of employees. These study results meant that the higher the remuneration, the higher the performance of employees and the lower the remuneration, the lower the performance of employees at Brac Uganda. These findings are similar to those early found by Kubr (2002) that an effective remuneration system does not only enhance the performance of people, who are already working well but also it is used to enhances the performance of people who are not performing well. They are also similar to those findings by Salais and Villeneuve (2004) that remuneration is a better tool to motivate employees

for better performance. They are also similar to more recent findings by Carraher (2011) that there must be appropriate rewards to motivate employees and persuade their working behavior.

5.3 Conclusion

There exists a strong positive correlation between working time and performance of employees such that the more appropriate the working time, the higher the performance of employees and less appropriate the working time, the lower the employee performance.

There exists a significant and strong positive correlation between physical conditions and employee performance such that the better the physical conditions, the higher the performance of employees and worse the physical conditions, the lower the performance of employees.

There exists a strong and significant positive correlation between remuneration and performance of employees such that improvements in employee' remuneration is followed by a higher performance of such employees and the lower the remuneration, the lower the performance of employees.

5.4 Recommendations

- The appropriateness of the working time for organizational employees should always be checked and improved if performance of employees is to increase.
- Organizations should put in place modalities that help to improve the conditions of amenities like toilets, work space and as well the physical environment of work places in order to realize improvements in the performance of employees
- The administration and management of organization should design and institute mechanisms that ensure productive levels of stress as to improve performance of their employees.

- The proprietors of organizations should locate organizational work places in areas that are free from noise with proper safety and related policies as to improve employee performance
- The management of organizations should increase the remuneration of their employees in terms of salary and wages to optimal levels if the performance of such employees is to be improved.

5.5 Areas of further research

The current study does not capture findings on all factors that contribute to the performance of employees. In fact it doesn't capture information on the personnel factors and organizational factors that affect performance of staff. It therefore recommended that an inclusive study be carried out to fill this gap.

The findings of the current findings were based on a sample of only 50 employees moreover from only one organization that's Brac Uganda. These findings would perhaps vary if a large number of respondents from other organizations were to be involved. It is therefore recommended that any other body that's financially able to undertake a full research covering other factors that affect employee performance.

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APPENDICES

APPENDIX I: QUESTIONNAIRE FOR THE EMPLOYEES

Dear respondent, my name is Ayot Melinda undertaking a study to investigate the effect of working conditions on the performance of employees in Brac micro finance institution in Nakawa Division, Kampala. The information to be given here is for academic purposes only and in no way shall it be disclosed to any other person. It is strictly confidential. Please take your time read through and answer to the best of your knowledge.

Section 1: Social Demographic Information

1. Age (years): (a) 18 -25 (b) 26 – 35 (c) 36 – 45

(d) 45 +

2. Marital status: (a) Single (b) Married (c) Divorced/Separated

(d) Widowed

3. Gender a) Male b) Female

4. Religion (a) Catholic (b) Protestant (c). Muslim

(d) Born again (d) other specify (.....)

5. Education level (a) Primary (b) Secondary (c) Tertiary

6. Years so far spent working in this organization?

(a) < 2 years (b) 2 – 5 years (c) More than 5 years

Section II: Working time

Please on a scale of 1 – 5 where 1= strongly disagree (SD) 2= disagree (D) 3= undecided (U) 4= agree (A) 5=strongly agree (SA, read the following carefully and circle the appropriate rating in terms of working time for your work within this organization

<i>Working time aspect</i>	Strongly disagree	Disagree	Not sure	Agree	Strongly agree
7. The hours provided for my work are appropriate					
8. I am provided with adequate rest periods during work					
9. My daily work schedules are supportive to my work					

Section III: Physical conditions

On a scale of 1 – 5 where 1= strongly disagree (SD) 2= disagree (D) 3= undecided (U) 4= agree (A) 5=strongly agree (SA, circle the appropriate rating of the physical conditions you experience within this organization

<i>Physical condition aspect</i>	Strongly disagree	Disagree	Not sure	Agree	Strongly agree
10. The amenities like drinking water, toilets, washing facilities, dining rooms, change rooms, lighting, workspace, temperature, seating, shelter, personal storage are provided in good conditions					

11. The physical environment of my this work place in ideal enough					
12. I am rarely stressed while undertaking my work					
13. The noise levels in this organization is supportive of my work					
14. My work place is safe and free from danger					
15. The organization has a safety policy that is supportive to my work					

Section IV: Remuneration

Please on a scale of 1 – 5 where 1= strongly disagree (SD) 2= disagree (D) 3= undecided (U) 4= agree (A) 5=strongly agree (SA, circle the appropriate gauge your remuneration in this organization.

<i>Remuneration aspect</i>	Strongly disagree	Disagree	Not sure	Agree	Strongly agree
16. The wage/salary that I receive is commensurate to my performance and work					
17. In this organization, I am provided with an attractive and competitive compensation system					
18. This organization has got a transparent and an equitable policy of salary					
19. The salary provided in this organization encourages					

me to perform better					
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Section V: Employee performance

Please on a scale of 1 – 5 where 1= strongly disagree (SD) 2= disagree (D) 3= undecided (U) 4= agree (A) 5=strongly agree (SA, circle appropriately to gauge your performance within this organization

<i>Employee performance aspect</i>	Strongly disagree	Disagree	Not sure	Agree	Strongly agree
20. I deliver my tasks in a timely manner					
21. I believe I am an effective employee					
22. I am never tasked to redo completed work					
23.I am efficient enough in all the tasks I execute					
24. I am happy with the quality of my work output					
25. I am seen as someone very productive employee					
26. My performance is rated better than that of my colleagues with similar qualifications					
27. I am highly adherent to the work policy of this organization					

28. In your own view, what working conditions do you think need to be worked on and how to improve your performance in this organization?.....

Thanks for your co-operation

APPENDIX II: SAMPLE SIZE

R. V. KREJCIE AND D. W. MORGAN (1970) SAMPLE SIZE ESTIMATION TABLE

<i>N</i> *	<i>S</i> †	<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	1000000	384

*N is the population

†S is the sample size